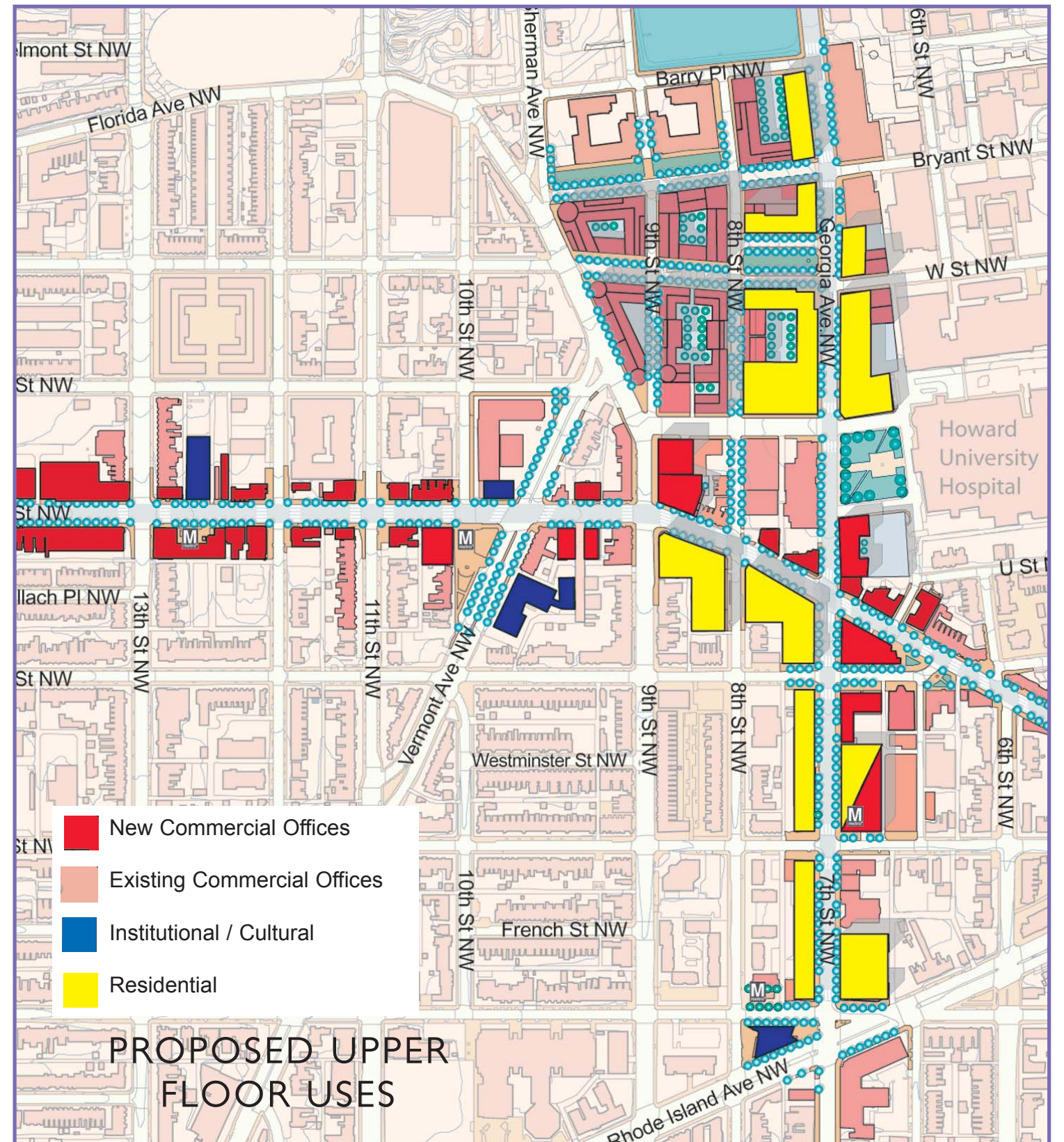
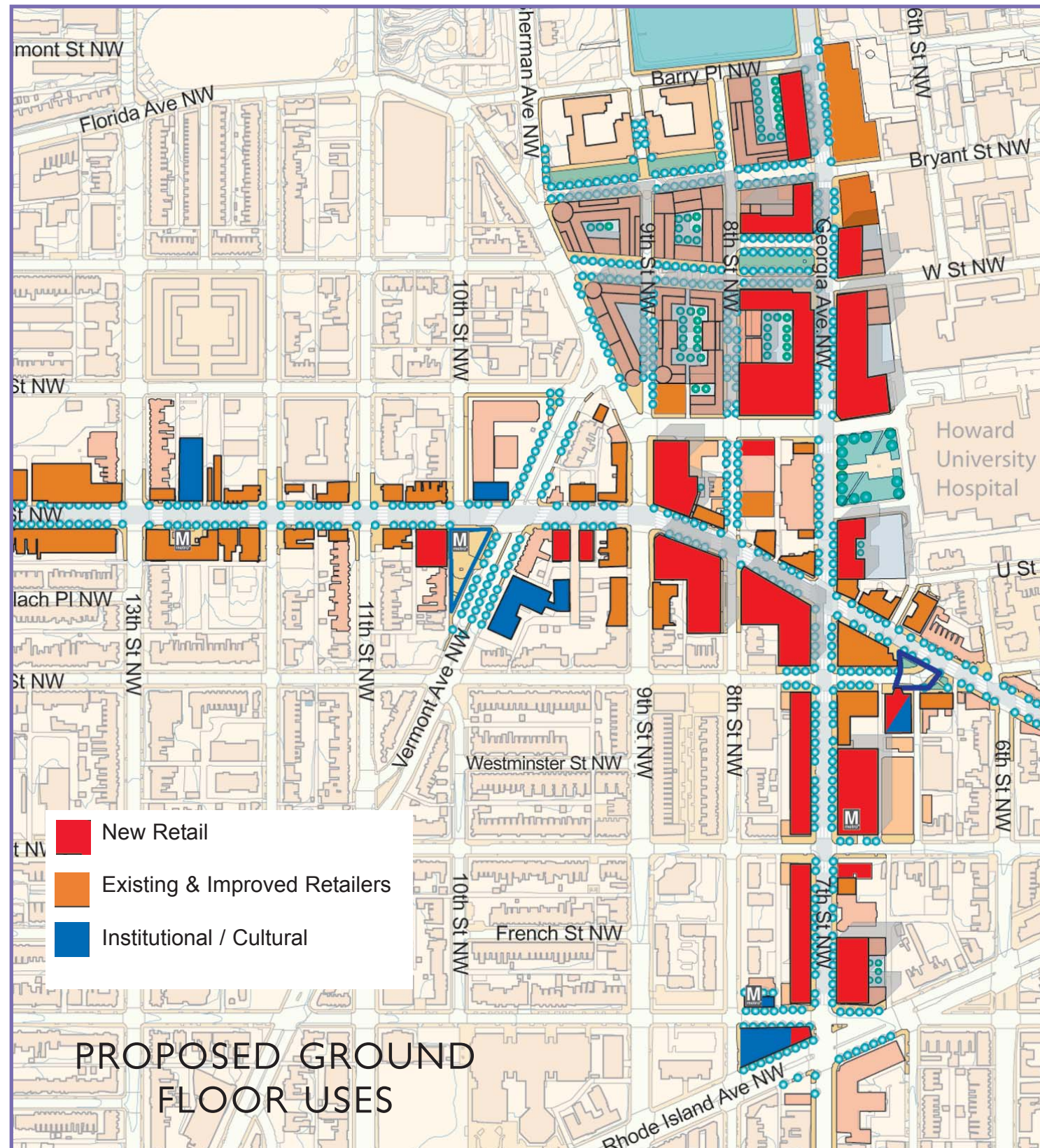




## 5. Mixed Land Uses

*knit new development with surrounding neighborhoods*





## 6. Transportation & Parking

Capitalize upon existing, planned and proposed transit services to create an inviting pedestrian-oriented neighborhood district and also develop a parking demand management system to relieve parking pressures as development happens.

### RECOMMENDATIONS

- 1) Explore the potential for the expansion of Metrorail Yellow Line service and the Downtown Circulator to this area.
- 2) As rapidly as possible, complete assessments, now underway, that are necessary for final approval, funding and scheduling of new surface transit service along the U Street/Florida Avenue and 7th Street/Georgia Avenue corridors.
- 3) Schedule design and construction of special streetscape improvements for the U Street/Florida Avenue and the 7th Street/Georgia Avenue corridors to coordinate with transit improvements, and in the interim implement the city streetscape standards to ensure a safe and attractive pedestrian environment.
- 4) Review the scopes for DDOT's upcoming studies of the UDD area to ensure that they contain, among other things:
  - A) Estimated parking demand and deficits from existing and proposed destination uses.
  - B) Estimated parking demand and deficits from historic properties in the Project Area where preservation will not allow adequate provision of parking on-site.
  - C) Estimated demand from potential removal of curbside parking to accommodate transit and other streetscape improvements.
  - D) Potential for joint and shared use of existing and proposed parking resources.
  - E) Workable locations for adding parking to service demand identified above.
  - F) Tour bus parking and management.
  - G) Strategies for management of spillover parking from Project Area businesses and institutions to residential neighborhoods.
  - H) Priority locations for public parking given demand estimates.
  - I) The existing capacity of alleyways to accommodate

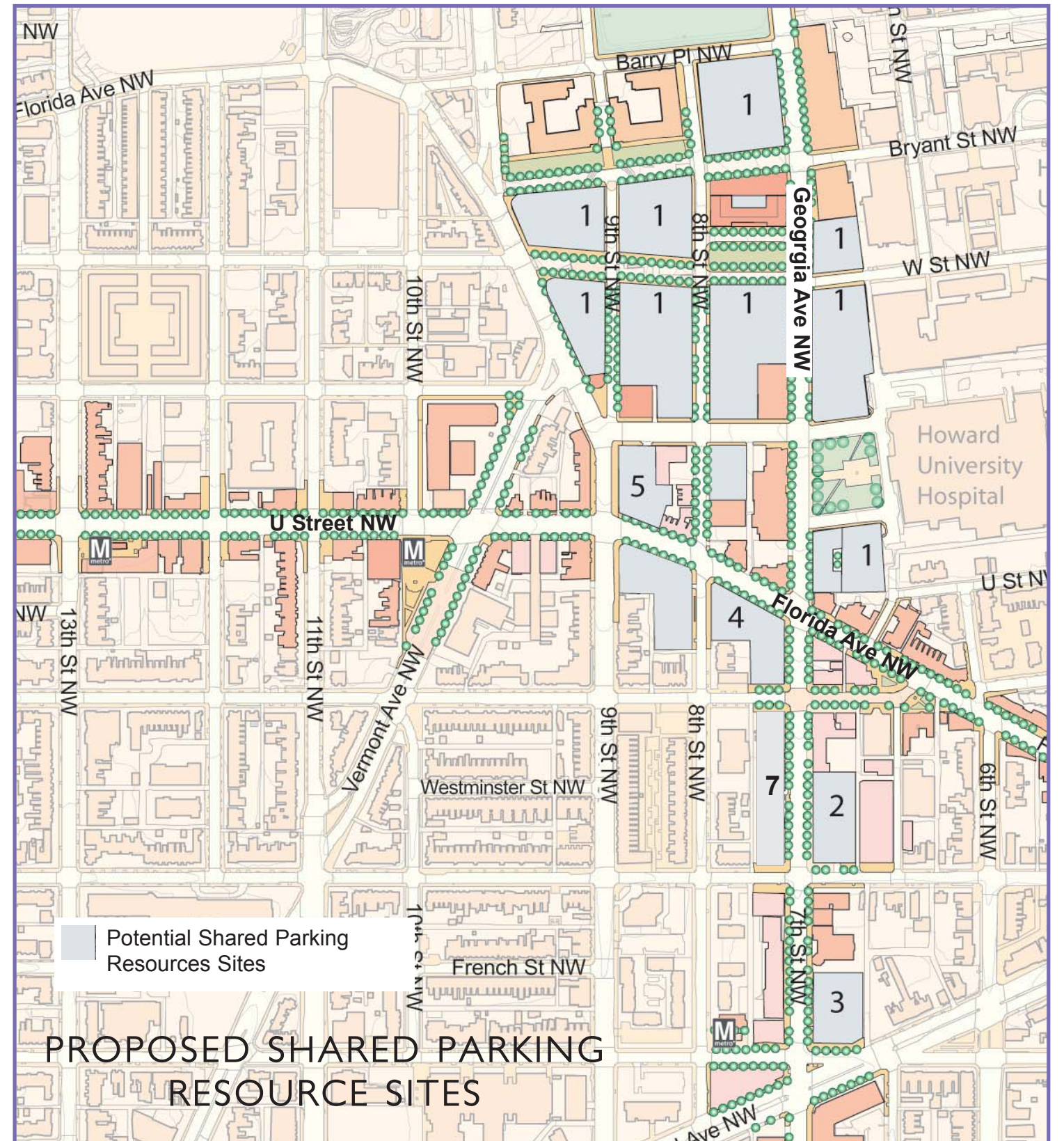
service and loading functions and a strategy for enhancing alleys, by expansion and other means, to allow transition of service and loading functions from curbside locations to them.

- J) Suggested auto ingress/egress and service locations for development sites fronting on pedestrian streets where curbcuts are prohibited.
- K) Suggested auto ingress/egress points to minimize impacts on residential neighborhoods and conflicts with proposed transit, bicycle, and pedestrian systems.
- 5) Resolve lead responsibility and roles between the City and NCRC for creating public parking in the Project Area and aggressively formulate a parking strategy and facilities program that seeks input from local businesses, institutions and the community, with special emphasis on cooperative arrangements with Howard University.
- 6) Support revision of zoning regulations and operating protocols that would facilitate tax exempt financing of public parking facilities.
- 7) Support creation of Tax Increment Financing, Payment in Lieu of Taxes, and Special Assessment projects and districts to help leverage other public funds (e.g., industrial revenue bonds, federal and local transportation funding) to finance implementation of transit and parking facilities.

### KEY OPPORTUNITY SITES

- 1 - Howard University and others
- 2 - Square 0441
- 3 - NCRC + UHOP site
- 4 - WMATA + HU / CVS site
- 5 - Housing Finance Agency
- 6 - Howard Hospital parking lot
- 7 - HU'S 125 Bed Site (redeveloped)

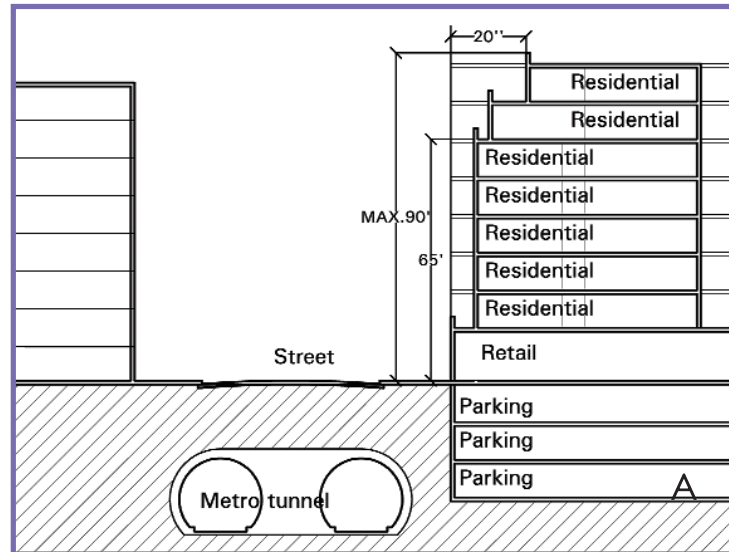
## knit new development with surrounding neighborhoods





## 7. Character of Built Environment

# knit new development with surrounding neighborhoods



### (a) BUILT FORM

As it did historically, architecture will play a critical role in shaping the image of this destination district. In many ways, the future architecture of this place, in addition to the proposed uses, will be like a “phoenix rising from the ashes” left after the 1968 riots and years of disinvestment. Therefore, it is very important that all stakeholders work to achieve signature architecture that adhere to these general guidelines:

- Employ innovative use of materials and color;
- Incorporate interesting details and rhythms;
- Exploits natural and artificial lighting;
- Use massing and scale to “fit in”;
- Include well designed ground floors.

All buildings are to be set directly on the front and side property lines. In the rear, buildings may be set back from the rear property line, but are not required to create a yard. Buildings should have clearly articulated bases that are two story in height and cornices. Tripartite facade arrangements are encouraged. Tripartite means an articulated two story base, body of building and cornice/parapet.

Where allowable and recommended by this Plan, new construction should rise from the property line up to a 65 foot height then step up on a 1:1 basis to a maximum building height of 90 feet from any public street, e.g. on 7th Street and Florida from 7th to 9th Streets.

Facades should not be flat, but should be articulated with bay windows, balconies or other architectural element. Significant transparency is encouraged.

Parking should be below grade or behind the building and shielded from view from adjacent streets.

Preservation regulations apply to structures within Historic District.



### (b) GROUND FLOOR / PEDESTRIAN LEVEL

The following guidelines are intended to encourage the development of a flexible and vibrant, neighborhood shopping street which includes cafe's, restaurants and other retail / entertainment uses that enliven the quality of life both indoors and outdoors.

- Provide an architectural frame and window opening that allow flexibility for changing uses and tenants over time, while creating a consistent rhythm and identity;
- Incorporate frequent entrances to ground floor uses, with building entrances at least every 40 feet;
- Use windows and glass doors in no less than 60% of the total ground floor facade;
- Encourage transom windows above doors and storefront windows;
- Set windows a maximum of 18 inches above the ground and within 12 inches of the finished ceiling;
- Provide a minimum of 14' ground level floor to finished ceiling clear height;
- Prohibit black glass, opaque glass and other “false window” techniques;
- Encourage creative signs which express the type of business and perhaps recall area history.



### (c) PUBLIC REALM

Priority should be given to crime reduction, safety and an improved design of Ellington Plaza (T Street between 7th Street and Florida Avenue) and the African American Civil War Memorial Square area (the memorial plaza and adjacent Vermont Avenue), with construction funding scheduled to coordinate with redevelopment/renovation programs at the Howard Theatre and Grimke School, respectively.

DC Commission on the Arts & Humanities should be engaged to commission artwork for the following:

- The U Street facade of the Garnet-Patterson School.
- The gateway site (south side of Florida Avenue between Wiltberger and 6th Streets) of Ellington Plaza (placement to be coordinated with streetscape design and improvements).
- The gateway site at 7th Street and Rhode Island Avenue (design and placement coordinated with improvements to the Watha T. Daniel/Shaw Neighborhood Library improvements).
- Other locations within the Project Area as determined by a Public Art Framework for the Area.

Use funds set-aside for the city in WMATA's Transit Infrastructure and Investment Fund to undertake design studies and implementation of resulting recommendations to improve the functionality, appearance and public placemaking contribution of Metro plazas in the Project Area, with the following order of priority:

- Lincoln Common (entrance of the U Street / Cardozo Metro station south of U Street, across from the Lincoln Theatre).







## 7. Character of Built Environment

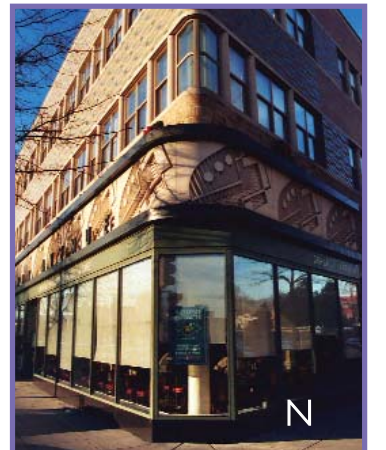
- 2) 7th and S Street (north entrance of the Shaw-Howard University Metro station at the NCRC/WMATA redevelopment site), to be coordinated with design and redevelopment of the parcel.
- 3) 8th & R Street (south entrance of the Shaw-Howard University Metro station).

Coordinate schedules for design and improvement of U Street/Florida Avenue and 7th Street/Georgia Avenue streetscapes with schedules for implementation of surface transit improvements in those corridors, with interim improvements made to the District's standard in conjunction with ongoing redevelopment/renovation activities.

## *knit new development with surrounding neighborhoods*

### PHOTOS

- A. Building section illustrating set back at 65 feet.  
B. Lansburgh Apartments - Tripartite building treatment.  
C. New residences. Flat facades are discouraged.  
D. Solo Piazza, Washington, DC. Increased facade transparency.  
E. Starfish. Detailed and interesting retail business expression.  
F. Bethesda. Outdoor dining and coffeehouses.  
G. Meridian Apartments. Washington, DC.  
Note rhythm of the facade and degree of transparency.  
H. The Logan. Note tripartite building treatment.  
I. Beale Street, Memphis, TN. Note signage and lighting.  
J. Niketown - Back Bay, Boston. Note detailed cornice.  
K. Post Apartments - Washington, DC. Note use of color and varied facade rhythm and shape.  
L. Archambault Musique. Marquee signs recommended for all significant destination venues (proposed and existing)  
M. Best-In Liquors. Improved business signage and facade led to a significant increase in business sales.  
N. Bread & Chocolate - distinctive architectural signage band.  
O. Sonsie Boston. Allowing indoor activities to enliven outdoor areas is strongly encouraged.







## C. African American Cultural Heritage

Promote cultural tourism initiatives based on the rich African American historical and cultural assets of the area that will bring economic development opportunities for local residents and businesses.

### RECOMMENDATIONS

Recognize Cultural Tourism DC (CT/DC) as the lead agent for working with local cultural and neighborhood organizations to formulate and coordinate expanded heritage-related programming in the Project Area and adjacent historic neighborhoods in order to bring more jobs and business opportunities to the area through cultural tourism; and endorse and support CT/DC's program initiatives:

- 1) Seek resources to strengthen the capacity of local cultural attractions to provide engaging and interrelated interpretive programs that relate the history of the area in the context of African American and American history.
- 2) With local entrepreneurs and cultural partners, establish a tour business that perpetuates model walking and bus tours, currently co-sponsored by CT/DC and Manna CDC.
- 3) Conduct training for tour guides, "sidewalk storytellers" and Green Team employees on the area's history, attractions, and welcoming and orientation skills.
- 4) Convene the cultural and business organizations in the Project Area to assess the support for establishing a welcome and orientation center; and, if strong support, to encourage them to designate/structure an organization to lead the effort.
- 5) In conjunction with cultural partners and Main Streets, formulate and promote cultural events based on the African American heritage of the area.
- 6) Work with city officials and civic and philanthropic leaders to develop funding partnerships designed to interest international,

national and regional tourists in discovering and experiencing the attractions in the Project Area and adjacent neighborhoods and patronizing its cultural arts venues and businesses.

- 7) Continue to advocate the protection and restoration of the historic assets of the area and adjacent historic neighborhoods.
- 8) Continue to convene a bimonthly Roundtable for all public and private partners to provide networking opportunities, focus on common issues of current importance, encourage collaboration, and pursue joint advocacy for program implementation.
- 9) Conduct surveys to test and refine initiatives' acceptance, effectiveness and impacts.

*Note: CT/DC estimates approximately \$1.5 million will be required (\$300,000 annually) as core support to develop these initiatives. Funding sources might include local businesses, institutions and cultural/arts partners; the foundation community; and local and federal governments.*

Restore and adaptively reuse the Howard Theatre as a mixed-use, performing venue in ways that reflect the cultural significance of the site, including an interpretive museum that relates to the history of the theatre.

Designate the Grimke School for adaptive reuse to include among other uses facilities for an interpretive museum for the African American Civil War Memorial and its Foundation, a welcoming and orientation center for visitors to the area, and potentially other cultural facilities (e.g., the Black Fashion Museum); initiate a design and programming study to determine capacity and feasibility; and implement.

Encourage and support efforts to restore, maintain and actively use and interpret the Mary Church Terrell and Robert Terrell Home in

adjacent LeDroit Park, and the Carter G. Woodson Home just south of the UDD on 9th Street.

Target facade and development funding and zoning incentive programs and technical assistance to give priority to ensuring restoration and reuse of the above noted historic and cultural assets and to adjacent historic properties that reinforce their setting.

Encourage local cultural institutions to explore the technical and curatorial assistance, and collections sharing programs afforded by affiliate status with the Smithsonian Institution.

Explore relationships with the Smithsonian Institution (in particular, American History, and the emerging African American Culture and History and Music museums) that inform members and visitors of the attractions in UDD and encourage visitation.

**PHOTOS:** On May 4, 2004, DC Office of Planning convened a roundtable of cultural heritage experts from Harlem, New York; Philadelphia, Pennsylvania; Kansas City, Missouri; and Washington, DC. Those experts provided guidance about improving upon being an attractive destination, facilities development and partnering with cultural industry artists.



## promote cultural tourism initiatives based on the rich African American historical and cultural assets

### Cultural Heritage Experts



Kenneth Knuckles, CEO & President, Upper Manhattan Empowerment Zone (UMEZ)



Patricia Washington, Vice President Grants & Development, Greater Philadelphia Tourism & Marketing Corporation (GPTMC)



Mikki Shepard, Board Member - UMEZ, Chair, Cultural Industry Investment Fund (CIIF)



Frank Smith, Founder, African-American Civil War Memorial & Museum - Washington, DC



H. David Whalen, President & CEO, Jazz District Redevelopment Corporation - Kansas City



Lincoln Theatre

True Reformer Building



Bohemian Caverns

Prince Hall Grand Lodge



African-American Civil War Memorial

9:30 Club



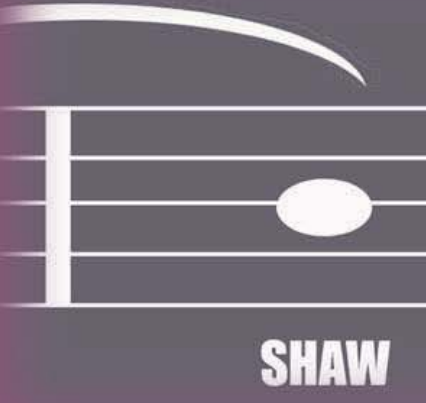
Dunbar Theatre

Howard Theatre




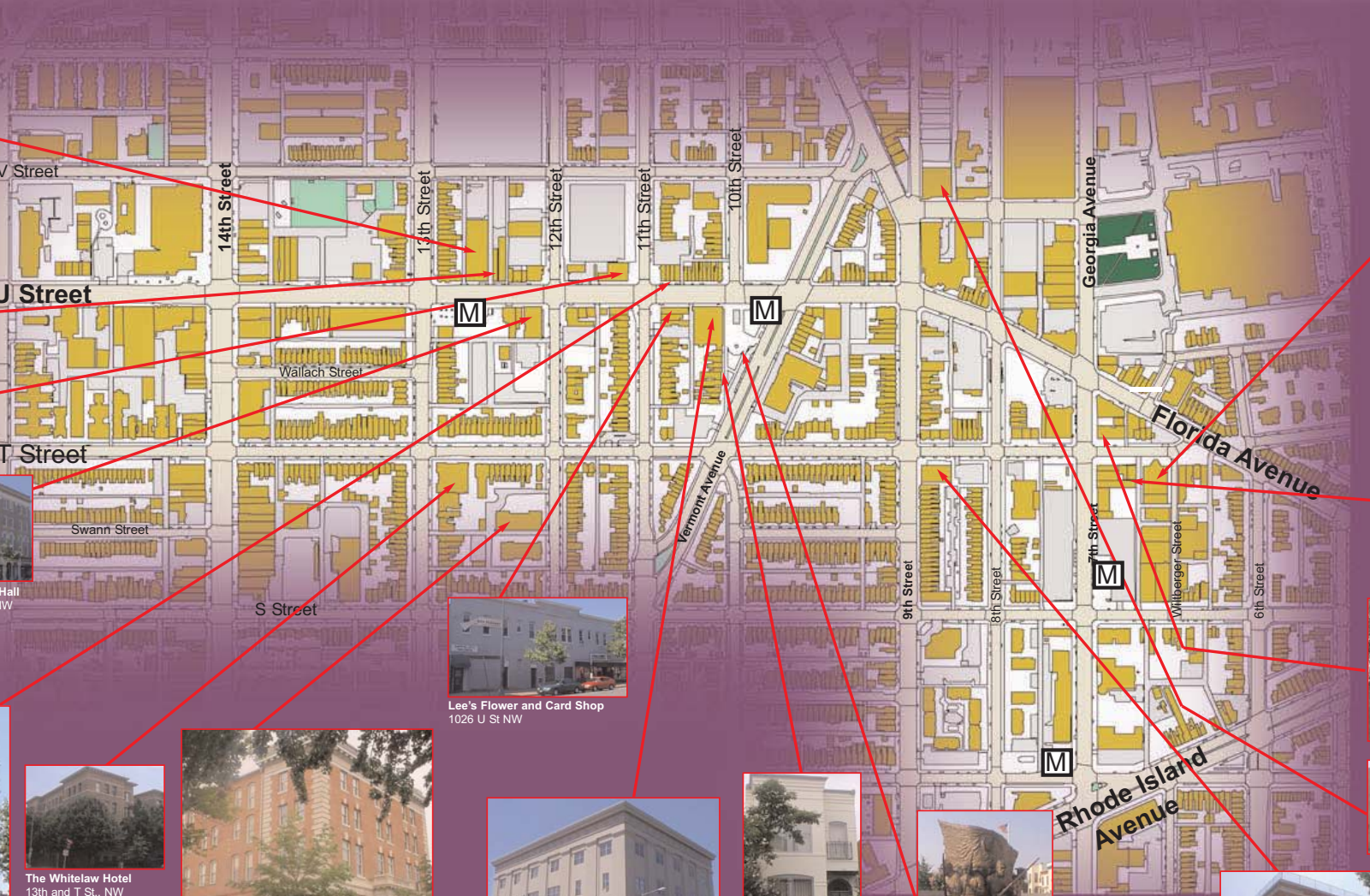








# Our Past... Our Future









The Lincoln Theatre  
1215 U St NW




Ben's Chili Bowl  
1213 U St NW




The Industrial Bank  
11th and U Sts. NW




True Reformer Hall  
12th and U St, NW




The Whitelaw Hotel  
13th and T St., NW




The Crystal (later Bohemian) Caverns  
11th and U St NW




The Twelfth Street YMCA  
1816 12th St NW




Prince Hall Masonic Lodge  
1000 U St




Lillian Evans Tibbs  
(Madame Evanti)  
1910 Vermont Avenue NW




African-American  
Civil War Memorial  
Corner of Vermont Ave  
and U Street




The Washington Conservatory of Music  
and School of Expression  
9th and T Sts. NW




The Howard Theatre  
7th and T Sts. NW



Frank Holliday's Pool Hall, now Café  
Mowanaje  
618 T St.



The Southern Aid Building  
(Dunbar Theater)  
7th and T Sts. N.W.



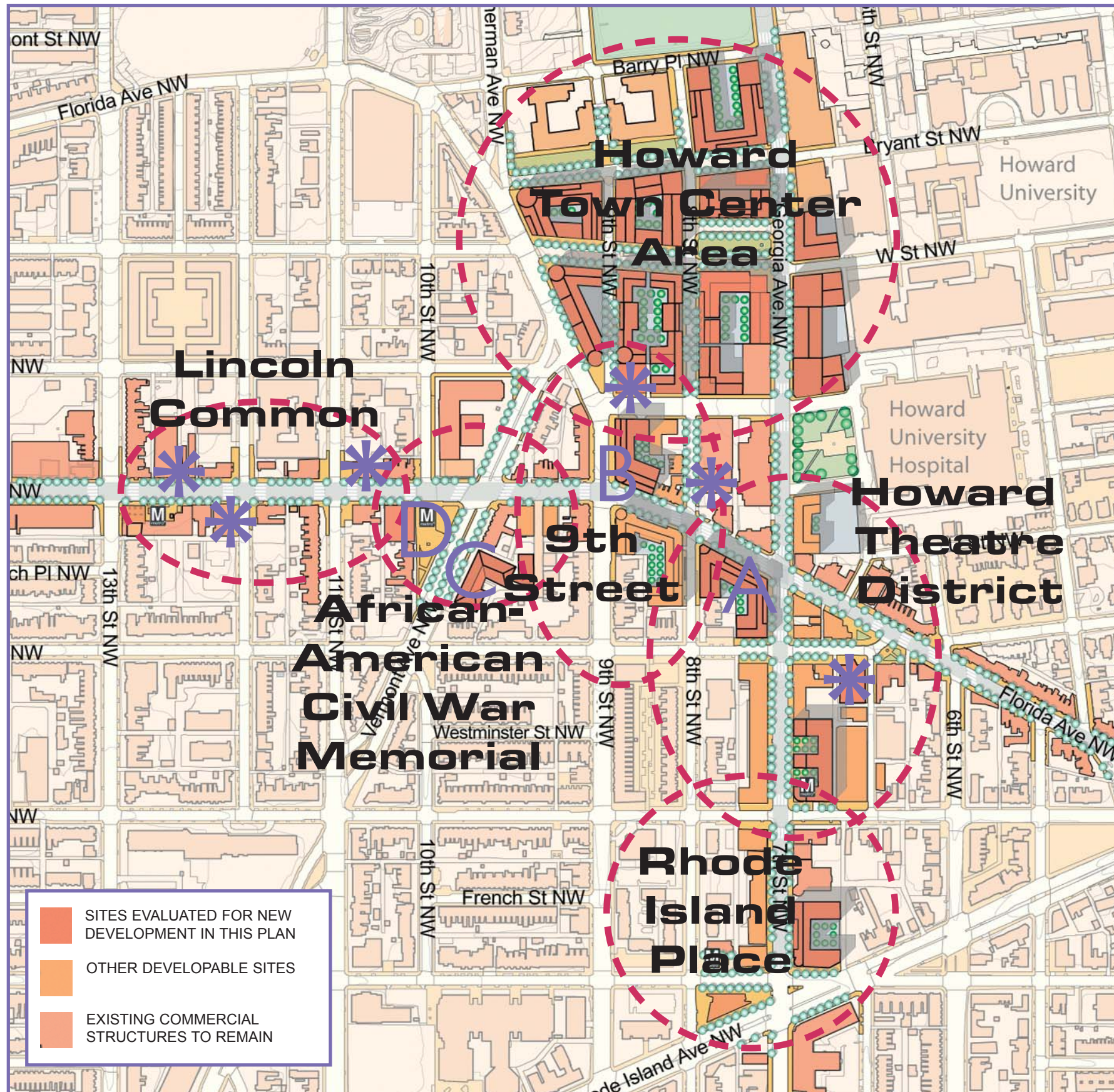
The 9:30 Club  
930 9th St. NW

U St./African-Amer Civil War Memorial/Cardozo Station

Shaw-Howard Univ Station

District of Columbia Office of Planning





## D. Destination Venues

*Allow for the active expression and appreciation of music with particular emphasis upon the area's jazz heritage.*

Upon rehabilitation as a mixed entertainment venue for 500-600 persons, the Howard Theatre will be another destination anchor within the Project Area. It should work in a complementary fashion with existing venues, i.e. Lincoln Theatre, 9:30 Club, etc. Other destination uses are needed to fill in the "cultural/entertainment gap" that exists between the Howard Theatre and uses further west along U Street.

Several additional destination uses should be incorporated into the development of the following sites:

- A. WMATA + HU / CVS Site, southwest corner of the intersection of 7th Street & Florida Avenue;
- B. Housing Finance Agency Site, northeast corner of 9th Street & Florida Avenue;
- C. Grimke School, Vermont Avenue near U Street; and
- D. Prince Hall Grand Lodge - First Floor at the Memorial Plaza.

Of those four, it is critically important that the Housing Finance Agency site's destination use have a live music entertainment use of significant size and retail attractive to patrons and those who are there during the day. The Housing Finance Agency site is at a critical bend in the U Street / Florida Avenue intersection where the greatest opportunity is both a visual connection and a programmatic connection.

The auditorium at Grimke School could also take on a destination role if programmed in conjunction with re-use of the overall facility. Care should be taken to mitigate the impact of any proposed destination use in the school with the surrounding neighborhood.

Existing cultural facilities should be provided assistance, as needed, to expand and improve their cultural offerings. The Lincoln Theatre and Bohemian Caverns, in particular, are critical to the storytelling about the Project Area's heyday and to the mixed use and health of the Project Area into the future. A Cultural Facilities fund should be established which would provide financial and technical assistance to qualifying for profit and not for profits whose overall mission includes both a sustainable financial forecast and a cultural heritage component. New uses with a similar African American or African cultural heritage should be actively encouraged and attracted to locate within this area.



James Brown Live in New York City's Battery Park - Event sponsored by American Express.

*allow for the active expression and appreciation of music*



## E. Retail Development (DC Main Streets)

## *foster a spirited environment of local entrepreneurship*

*Foster a spirited environment of local entrepreneurship in which local businesses are provided enhanced services and opportunities and the best in new retail ideas are supported.*

### RECOMMENDATIONS

#### Business Retention, Expansion & Attraction

- 1) Support ongoing efforts by the 14th and U Main Streets Initiative and Shaw Main Streets, Inc. (collectively "Main Streets") to complete surveys and needs assessments of existing corridor businesses in the Project Area.
- 2) Encourage Main Streets to formulate a coordinated Retail Attraction and Branding Strategy for the Project Area that builds on the surveys, needs assessments, market assessments prepared for this study, and takes advantage of technical assistance provided by reSTORE DC and the National Main Streets Center at the National Trust for Historic Preservation.

Note: The Retail Attraction and Branding Strategy is an element of the Main Street and reSTORE DC programs. The Strategy is a combined business and community-based effort that: a) assesses existing and future conditions and opportunities of the commercial corridor; b) evaluates how existing businesses can better serve neighborhood needs and take advantage of evolving markets; c) identifies opportunities for new businesses; and d) identifies programs and resources to make it happen. The Strategy serves as a common blueprint for business revitalization. Compatibility with the Strategy positions businesses and projects to access reSTORE DC project funds. Private property owners should actively and jointly participate in this effort.

- 3) Support Main Streets programs to form partnerships to provide businesses and prospective entrepreneurs with free/low cost technical assistance to, among other things: understand the current and evolving marketplace so that they can position products and services to capture demand; refine business practices and plans so they can attract customers and capital; and establish networking system so they can take advantage of products offered by other local businesses, supportive organizations and the City and federal assistance programs.
- 4) Support Main Streets efforts to strengthen local business organizations that provide networking, advocacy and collective marketing.
- 5) As extension of technical assistance initiatives, encourage Main Streets and their business organization partners to establish relationships with local lenders to expand capital flow to local businesses.

- 6) Consolidate program administration of the facade grant/loan program within reSTORE DC to facilitate targeting resources for businesses and projects consistent with the Retail Attraction and Branding Strategy and, where appropriate, leveraging reSTORE DC's Commercial Property Acquisition and Development Program (CP-A&D).
- 7) Encourage reSTORE DC to involve the Historic Preservation Office in review of facade grants/loans to speed design and approval and also to establish coordinated working relationships with the L'Enfant Trust and the National Trust's Community Partners to ensure maximum leveraging of federal tax benefits through facade dedications and restoration tax credits.
- 8) Provide case studies and seminars to introduce Project Area businesses, organizations and the lending community to how they can use reSTORE DC's CP-A&D program and the US Small Business Administration's (SBA) 504 loan program to finance acquisition and improvement of business properties, with special focus on the potential for joint venture and/or condominium interest -- which may be more attractive and feasible in the Project Area given relatively high property values.
- 9) Encourage SBA's local business center to aggressively market HUB Zone programs to eligible Project Area businesses.
- 10) Support the Williams Administration's initiatives to expand Tax Increment Financing and Payment in Lieu of Taxes financing in support of loans to neighborhood businesses to fund capital improvements at affordable terms.
- 11) Encourage the National Capital Revitalization Corporation to aggressively use Economic Development Finance Corporation and Neighborhood Economic Development Corporation funding to leverage capital and operating funding for neighborhood businesses.
- 12) In conjunction with redevelopment of publicly-owned/controlled properties and extension of publicly-assisted financing (e.g., revenue bonds) for projects in the vicinity, require redevelopers and beneficiaries to provide priority outreach and opportunities for contracting with Project Area businesses as part of their Local, Small and Disadvantaged Business Enterprises (LSDBE) commitments.

Note: These City programs require redevelopers and beneficiaries to commit 35% of related contracting opportunities to LSDBEs.

- 13) Within redevelopment projects on publicly-owned/controlled land, provide corridor businesses that are consistent with the Retail Attraction and Branding Strategy and leasing objectives

for the buildings with first option to lease.

#### Critical & Additional Services

- 1) Support extension of 14th & U Main Street Initiative's Green Team demonstration project and, working in collaboration with Shaw Main Streets, Inc., expansion of the area covered to include all of the Project Area's commercial corridors.
- 2) Authorize and encourage public and public-related agencies having properties in the areas served by the Green Team to maintain their properties to a high standard, coordinate security, and to make financial contributions matching privately-raised contributions for maintenance of Green Team operation.
- 3) Through reSTORE DC, provide technical assistance to Main Streets efforts to research, market and, if supported by area property owners, form a business/community improvement district where special assessments would provide a stable and sustainable funding source for Green Team and other selected services.

#### Promotions

- 1) Support Main Streets efforts to maintain and expand a regular calendar of UDD activities and events.
- 2) Encourage Main Streets to formulate a business plan and strategic partnerships ensuring that promotional events are financially sustainable.
- 3) Continue the 14th & U Farmers Market at the Reeves Center (an initiative of the 14th & U Main Streets Initiative, Community Harvest and Manna CDC).
- 4) Involve Main Streets and CT/DC in design planning for improvements to the plaza at the African American Civil War Memorial and Ellington Plaza and secure commitments for using the improved spaces for promotional events.
- 5) Private and corporate partnerships should be encouraged and sought for sponsorship of signature events and festivals within the Project Area. Those events should be centered around the destination venues, especially the Howard Theatre, Lincoln Theatre and Housing Finance Agency sites.



PHOTOS: Unique locally owned stores: (top) Capogiro Gelato exterior & interior - Philadelphia. (center) Stiletto Shoes - Philadelphia. (bottom) 14th & U's Dogs Days of Summer event.



## F. Local Access & Participation

*ensure that existing residents receive opportunities and a voice*

*Ensure that existing residents receive opportunities and a voice in shaping how the destination district develops.*

### RECOMMENDATIONS

#### Affordable Housing

- 1) Require inclusion of 20 to 30 percent affordable housing units in the Request for Proposals for redevelopment of the National Capital Revitalization Corporation's (NCRC) property on Square 442 (adjacent to the United House of Prayer site) and, if any portion is dedicated to housing, for NCRC's property on Square 441.
- 2) Encourage Howard University and the Washington Metropolitan Area Transit Authority (WMATA) to include the provision of affordable units as a selection criterion in seeking development proposals for the site at Seventh Street and Florida Avenue (Square 0416).
- 3) Explore strategic acquisition (through land swaps, purchase of fee or joint ventures) by the NCRC and/or the City of redevelopment opportunity sites to expand affordable housing, including but not limited to the Howard University (former PIC) site on Square 417 and the north and south parcels of the Lincoln/Westmoreland site on Square 419.
- 4) Target federal and local zoning and funding incentives to redevelopment of the above listed sites (pledging availability as part of the Request for Proposals) to leverage affordable housing and to preserve asset value.
- 5) Explore use of Section 8 vouchers to enable low-income households to purchase homes.
- 6) Approach area churches to solicit support and/or sponsorship for development of additional affordable housing in the area.
- 7) Work with the U.S. Department of Housing and Urban Development (HUD) and owners of existing affordable housing developments to seek retention of affordable housing.
- 8) Assist area developers to access D.C. Housing Finance Agency multi-family mortgage financing, available to housing developments which are affordable to households with incomes below \$43,500 for a family of four.
- 9) Have the Home Again program to accelerate disposition of any eligible units existing in surrounding areas.
- 10) Alert area residents to the availability of income-tax credits for very-low-income, long-term homeowners whose property

taxes increase faster than 5.0 percent per year.

Note: The tax credits, enacted in the Housing Act of 2002, are designed to protect residents who have owned their homes for at least seven years from being forced out of their homes by rising property values and real property taxes.

- 11) Support the Williams Administration's initiatives to expand Tax Increment Financing and Payment in Lieu of Taxes financing in support of neighborhood development.

#### Employment & Entrepreneurship

- 1) Encourage Main Streets and their business and institutional partners to maintain a job bank alerting residents to employment opportunities and matching them with jobs.
- 2) Support Main Streets and CT/DC's efforts to hire and train local residents for the Green Team and as tour guides and "sidewalk storytellers".
- 3) Advertise job postings resulting from First Source Agreements (with redevelopers of public sites and their contractors and recipients of public financing programs) with Main Streets and Advisory Neighborhood Commissions to better alert neighborhood residents of opportunities.
- 4) Give priority to neighborhood residents for apprenticeship opportunities resulting from First Source Agreements.
- 5) Support the Williams Administration's initiatives providing wage credits to encourage local businesses to hire residents.
- 6) Support Main Streets initiatives to provide prospective entrepreneurs with free/low cost technical assistance and training.







Acknowledgements

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Ibrahim Mumin - alternate	Councilmember Jack Evans
Darlene Dancy	Friends of the Howard Theatre

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Lori Dodson	Cultural Tourism DC
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Ken Whalen	Jazz District Redevelopment Corporation
Frank Smith	African American Civil War Memorial - DC

Special thanks to the nearly 500 residents, business owners, institutional representatives, developers and property owners who attended the community meetings that were a part of this planning process. DC Office of Planning looks forward to continued work with you as each component of this strategic development plan moves toward implementation. This document should serve to keep us all focused on specific development and design targets which will help us to realize an uptown, neighborhood destination district which "plays second fiddle to no one."





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